

DEPARTMENT OF TRANSPORTATION

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*Flex your power!
Be energy efficient!*

August 15, 2002

Ginger R. Adams, CVS, FSAVE
Value Management Strategies, Inc.
3915 Mission Avenue, #7-610
Oceanside, CA 92054

Dear Ms. Adams: *GINER*

Your Value Analysis of SR 217 Improvements continues to help us proceed with the Goleta Old Town Infrastructure Improvements project. I would like to thank you for the excellent work in bringing contending stakeholders to the planning table and to mutual agreement. Following are the benefits we are finding:

1. **Removal of contention.** While the "care and feeding" must go on, the twenty stakeholders arrived at unanimous support for an alternative that best met their agreed-upon goals. The level of support that emerged can best be gauged by total stakeholder agreement to roll out the results to community groups as a team.
2. **Technical analysis for environmental documentation.** The traffic analyses and safety analyses are now being used in both the Project Study Report and the Environmental Impact Study. Moreover, the Technical Committee for the project generated agreement upon the science to be applied, limiting future dissention as the project proceeds. The triple use of the model data more than offsets the cost attached to producing the analyses.
3. **Validation of VA Studies as resolution mechanisms.** VA studies are more traditionally used after environmental work has been completed, with a major goal of cost savings. This study almost certainly saved lawsuit costs, but also showed that the VA structure can be highly successful at resolving red-hot community disputes. Projects that are being stalled because of community conflicts raise the eventual cost to the State due to escalation. Reducing these costs is a substantial benefit. The real goal of the Study, however, was to bring sparring factions together, which it did very well.
4. **The Department of Transportation (Department) seen as mediator to the community's benefit.** The Department, by contracting with you as impartial facilitator, was placed in a very positive light with regard to the Santa Barbara communities involved. The successful resolution built credibility and trust. This is helping us with a number of other projects in the area.

Ginger R. Adams, CVS, FSAVE

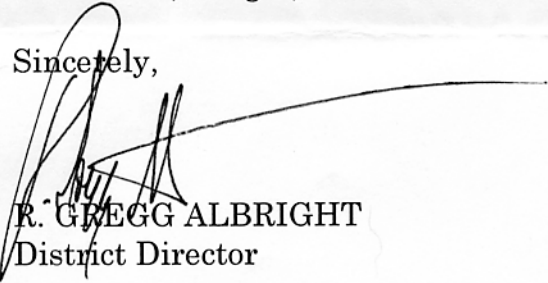
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Certainly, the structure and creativity of the VA format was important to the positive outcome of the SR 217 VA study. Equally important were your professionalism, sound preparation, objective facilitation and reliable follow-through, and we compliment you for all of these attributes.

Good work, Ginger, and thanks for working this through with us.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Gregg Albright', with a long horizontal flourish extending to the right.

R. GREGG ALBRIGHT
District Director